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17 April 1973

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MEMORANDUM FOR: Deputy Director for Intelligence

SUBJECT : Report on Six Months at IAS

1. I thought it might be useful for me to make a summary accounting of my first six months as Director of IAS. This brief report outlines what we've been doing, and where I see IAS going in the months ahead.

2. I found IAS to be in pretty good shape. The quality of its managers and supervisors is quite good. These people understand their role, and are energetically, positively, and imaginatively pursuing it. They have collected over the years a talented and skilled group of analysts who are by-and-large pursuing their trade competently. The organizational structure is rational and relatively suitable, although there are ways in which it might be made more effective. Morale is remarkably high, despite some built-in and rather deep-seated feelings of a "second-class" relationship to their analyst colleagues at headquarters.

3. Since my arrival, I have focussed on the general objective of integrating IAS more closely with headquarters, bearing in mind the password you gave me last October--"be responsive". Actions pointed toward this objective thus far have been largely preparatory in nature, and useful groundwork has been laid.

4. First, I have sought to dispell the "second-class" syndrome, in part through attempting to instill a greater awareness of the relative importance of best efforts in support of the production offices, and in part by seeking more exposure for our people up the line. [redacted] abortive appointment as DDI representative [redacted] had a salutary effect on morale. Similar recognition of the potential of IAS people for assignments elsewhere in the directorate would be beneficial.

5. Secondly, we are about to begin a series of "consumer conferences" with the various production offices. In these we will review with their managers the kinds of work we have been doing for them, the impact of this work on our resources, and explore with them ways of improving the

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effectiveness of our support. We will start this month with OSR, where I am confident these reviews will be mutually beneficial. If this proves to be the case, we will move ahead briskly with similar reviews with the other production offices in the DDI and the DDS&T.

6. We plan a similar effort with the Operations Directorate, which I am convinced has not been effectively utilizing our capabilities. The recent turbulence and preoccupation of its management has delayed progress in this area. I hope to get through to Bill Colby when he has time to turn his attention to this problem.

7. Internally, I have made some changes in procedures aimed at improving the effectiveness of the career service. We have also inaugurated a series of conferences comprising cross sections of IAS people to open new avenues of communication across the board. Other procedures have been established which will better acquaint me with the performance of people in the various branches. We have also begun to implement a limited rotational assignment exchange with NPIC. I believe these revised steps, which have absorbed considerable time and attention, will enhance my ability to guide the development of the career service in beneficial directions.

8. SAVA's "rediscovery" of IAS since my arrival has consumed a great deal of my own time in conferences on requirements and planning for collection and exploitation on Southeast Asia. Hopefully, this emphasis will dwindle over the long-term, but meanwhile. . . .

9. Considerable time has also been spent on exploring directions in which we should be going. I am deeply concerned about the utilization of EDP to supplement our analytical work, and have beefed up our structure for taking stock and exploring new approaches. I have also emphasized the exploration of the impact of future collection systems on our work. These will be key topics in the reviews we will be having with the production offices.

10. The problem of reorganizing to improve our effectiveness looms on the horizon. I am collecting data and formulating some ideas on this, but realize that any plans in this regard should be geared to the larger question of reorganizing the directorate. I will follow that drumbeat as it becomes more audible.

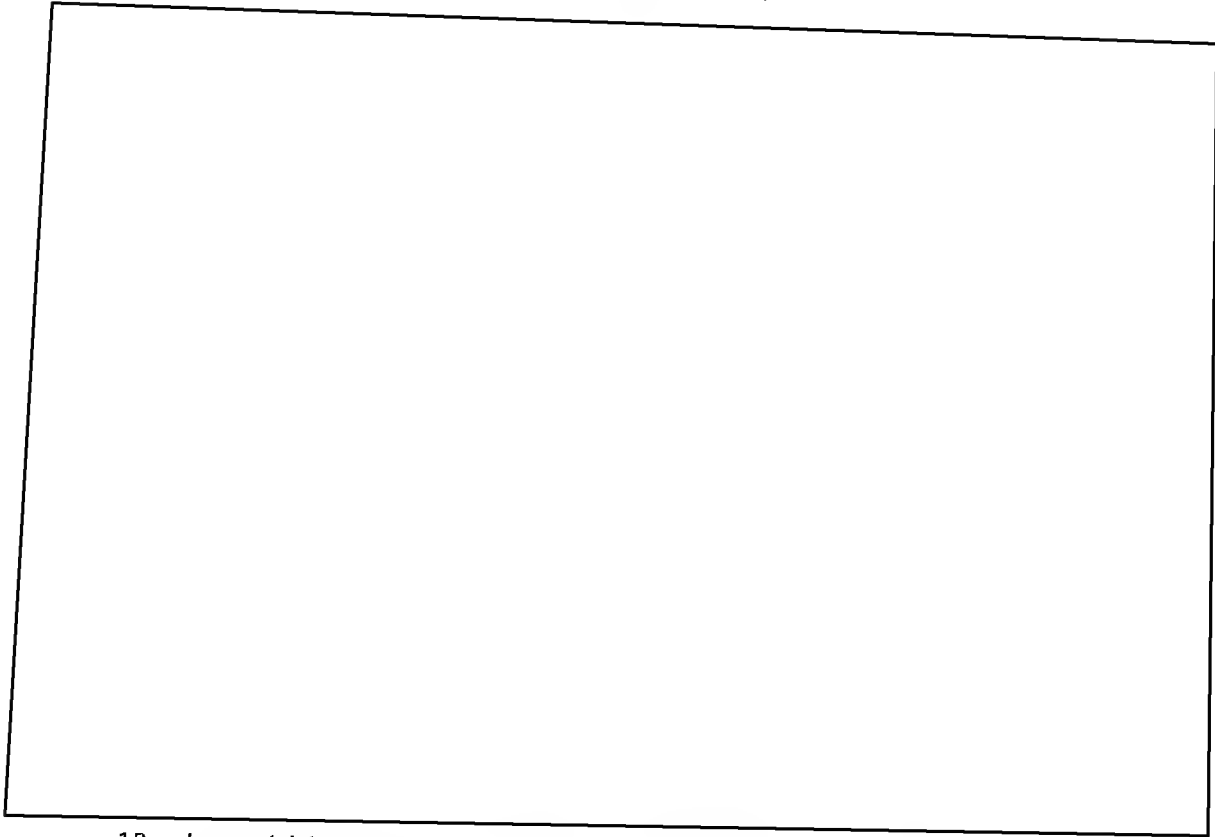
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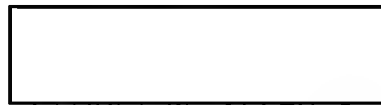
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12. I would be happy to provide more details on any aspect of this summary if you wish.



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GEORGE W. ALLEN
Director
Imagery Analysis Service

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